

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**HAF MISSION DIRECTIVE 1-28**

**10 DECEMBER 2015**



**DIRECTOR OF PUBLIC AFFAIRS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**SUMMARY OF CHANGES**

This publication has been revised to comply with current formatting guidelines in accordance with AFI 33-360, Publications and Forms Management, and Headquarters Operating Instruction (HOI) 90-1, Headquarters Air Force Mission Directives – Delegations of Statutory Authority and Assignments of Responsibilities.

**1. Mission.** The Secretary of the Air Force (SecAF), pursuant to 10 USC § 8013-8016, may establish offices and officials within the Secretariat to assist the Secretary in carrying out his or her responsibilities. As documented by paragraph 4.2.7 of AFMD 1, Headquarters Air Force, and this Headquarters Air Force Mission Directive (HAF MD), the Directorate of Public Affairs (SAF/PA) is established as part of the Secretariat. SAF/PA has overall responsibility for public affairs activities for the Department of the Air Force. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force. Within his or her areas of responsibility, SAF/PA prepares policies for approval and issues official guidance and procedures via official AF publications to ensure implementation of those policies.

**2. Organizational Relationships.** The SecAF is responsible for, and has all legal authority necessary, to conduct the affairs of the Department of the Air Force. The Secretariat, the Chief of Staff of the Air Force (CSAF) and Air Staff offices perform their Department of the Air Force functions subject to the authority, direction and control of the SecAF.

2.1. SAF/PA reports to the Secretary of the Air Force, serves as an agent of the Secretary within assigned policy and program domains and provides guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs and budgets within his/her area of responsibility. SAF/PA is accountable to the Secretary for results achieved within the policy and program domains assigned by this Directive.

2.2. SAF/PA is part of the Secretariat and as such, works closely with other HAF offices to assist the Secretary of the Air Force in carrying out his/her responsibilities. SAF/PA and the office of the SAF/PA work in cooperation with other HAF organizations, which are responsible pursuant to Chapters 803 and 805 of Title 10 (10 USC §§ 8013-8023 and §§ 8031-8038), for assisting the Secretary of the Air Force in carrying out his or her responsibilities.

2.3. Reporting to SAF/PA is one Field Operating Agency, the Air Force Public Affairs Agency (AFPAA), whose responsibilities are assigned in AFMD 28.

**3. Responsibilities.** SAF/PA is specifically responsible for:

3.1. Planning, supervising, organizing, conducting, evaluating, and assessing the impact of public affairs operations to communicate timely, truthful, accurate and credible information about Air Force activities to internal and external military and civilian domestic and international audiences.

3.2. Developing and implementing SecAF and CSAF long-range communication strategies and integrated communication plans.

3.3. Implementing processes and procedures that synchronize and integrate the communication efforts of Air Force organizations and personnel to ensure that information from official sources is accurate and consistent with Air Force policy.

3.4. Delivering candid, timely and trusted counsel and guidance to Air Force leaders on the communication implications of key decisions and projected effects on the ability of the Air Force to carry out its vision, mission and priorities.

3.5. Providing direction, guidance and oversight for public affairs operations across the Air Force.

3.6. Organizing, training and equipping public affairs forces to achieve global influence and deterrence by executing public affairs operations for Air Force and combatant commanders and other DoD organizations.

3.7. Working with journalists, academia, opinion leaders, business leaders and state and local government officials to continually maintain and enhance public trust and support of the Air Force.

3.8. Enhancing Airmen morale and readiness by communicating the Air Force's key themes and messages.

3.9. Evaluating communication efforts and assessing the communication effects of Air Force activities.

3.10. Planning, budgeting, advocating and defending PA program requirements to the Air Force Corporate Structure.

3.11. Ensuring consistent, superior performance among Air Force public affairs forces by providing collaborative communication tools and methodologies.

3.12. Providing other management headquarters functions for public affairs activities, to include program review and evaluation and resource distribution and allocation.

3.13. Maintaining a central visual information management office at the Component headquarters level.

3.14. Planning, programming, authorizing and maintaining resources and capabilities sufficient to provide visual information documentation and related mission services necessary for accomplishing Air Force and Department of Defense (DoD) missions.

3.15. Organizing, training and equipping combat camera personnel and units to provide highly responsive imagery acquisition, processing and transmission capabilities in support of Air Force and DoD operational and planning requirements during wartime operations, worldwide crises, contingencies and joint exercises.

3.16. Ensuring the availability of aircrew-qualified and equipped combat camera personnel to support operational requirements.

3.17. Ensuring the availability of combat camera personnel qualified and equipped to centrally manage, process and distribute both classified and unclassified imagery to support joint operations.

3.18. Planning, programming, authorizing and maintaining resources and capabilities sufficient to create, acquire and manage visual information productions to support Air Force and DoD requirements.

3.19. Managing the Air Force's corporate communication planning process via the Communication Integration Group and supporting working bodies.

3.20. Management and operation of Air Force social media sites ensuring factual representation of the Air Force to the public, and the development of social media out-reach tools for Air Force senior leaders; and

**4. Delegations of Authority/Assignment of Responsibility.** Attachment 1 lists delegated authorities/assignments of responsibility to SAF/PA. The authorities delegated/responsibilities assigned by this HAF MD may generally be re-delegated unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation or DoD issuance. While SAF/PA may re-delegate authorities to other Department of the Air Force officials, he or she will ultimately be responsible to the Secretary of the Air Force for all matters relating to public affairs activities. Any re-delegation of authority/re-assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authority/re-assigning responsibility in accordance with this HAF MD may further restrict or condition the authority/responsibility being re-delegated/re-assigned.

**5. Notifications to Congress.** No re-delegation of authority/assigned responsibility under this HAF MD below the level of a Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notifications or reports to Congress.

**6. Continuation of Prior Re-Delegations of Authority/Assignment of Responsibilities.** HAF MD 1-28, 26 December 2013, is hereby superseded. Re-delegations of authorities/assignments

of responsibility made pursuant to that HAF MD prior to the date of issuance of this HAF MD; however, remain effective insofar as such re-delegations are not inconsistent with the terms of this HAF MD, or unless superseded by a new re-delegation.

Deborah L. James  
Secretary of the Air Force

**ATTACHMENT 1****DELEGATIONS OF SECRETARY OF THE AIR FORCE  
AUTHORITIES/ASSIGNMENT OF RESPONSIBILITY TO THE DIRECTOR OF  
PUBLIC AFFAIRS**

**A1.1.** Authority relating to DoD newspapers, magazines and civilian enterprise publications as delegated to the Secretary of the Air Force pursuant to Department of Defense Instruction (DoDI) 5120.4, Department of Defense Newspapers, Magazines and Civilian Enterprise Publications.

**A1.2.** Authority relating to the Defense Media Activity (DMA) as delegated to the Secretary of the Air Force pursuant to Department of Defense Directive (DoDD) 5105.74, Defense Media Activity (DMA).

**A1.3.** Authority relating to the Stars and Stripes Newspapers as delegated to the Secretary of the Air Force pursuant to DoDD 5122.11, Stars and Stripes (S&S) Newspapers and Business Operations.

**A1.4.** Authority relating to the position of the Assistant Secretary of Defense for Public Affairs as delegated to the Secretary of the Air Force pursuant to DoDD 5122.05, Assistant Secretary of Defense for Public Affairs (ASD(PA)).

**A1.5.** Authority relating to the use of military carriers for public affairs purposes as delegated to the Secretary of the Air Force pursuant to DoDI 5435.2, Delegation of Authority to Approve Travel in and Use of Military Carriers for Public Affairs Purposes and DoDD 5122.8, Use of Military Carriers for Public Affairs Purposes. Re-delegation of the authority to approve the use of military carriers for non-local travel for those other than news media representatives may not be lower than Commanders of Major Commands.

**A1.6.** Authority relating to DoD public affairs and visual information education and training as delegated to the Secretary of the Air Force pursuant to DoDI 5160.48, DoD Public Affairs and Visual Information (PA&VI) Education and Training (E&T).

**A1.7.** Authority relating to the release of information to the public in the event of nuclear accidents or significant incidents as delegated to the Secretary of the Air Force pursuant to DoDD 5230.16, Nuclear Accident and Incident Public Affairs (PA) Guidance.

**A1.8.** Authority relating to the security and policy review of DoD information intended for public release as delegated to the Secretary of the Air Force pursuant to DoDI 5230.29, Security and Policy Review of DoD Information for Public Release.

**A1.9.** Authority relating to the security and policy review process for the clearance of official DoD information proposed for official public release as delegated to the Secretary of the Air Force pursuant to DoDD 5230.09, Clearance of DoD Information for Public Release.

**A1.10.** Authority relating to public affairs operations as delegated to the Secretary of the Air Force pursuant to DoDI 5400.13, Public Affairs (PA) Operations.

**A1.11.** Authority relating to the conduct of public affairs programs in support of joint, combined and unilateral military operations as delegated to the Secretary of the Air Force pursuant to DoDI 5400.14, Procedures for Joint Public Affairs Operations.

**A1.12.** Authority relating to the development of proposed public affairs guidance as given to the Secretary of the Air Force pursuant to DoDI 5405.3, Development of Proposed Public Affairs Guidance (PPAG).

**A1.13.** Authority relating to the release of information concerning military personnel or equipment involved in accidents as delegated to the Secretary of the Air Force pursuant to DoDI 5410.01, Release of Information Concerning Accidents Involving Military Personnel or Equipment or Concerning Senior Personnel.

**A1.14.** Authority relating to DoD public affairs assistance to non-government, non-entertainment-oriented print and electronic media as given to the Secretary of the Air Force pursuant to DoDI 5410.15, DoD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media.

**A1.15.** Authority relating to DoD assistance to non-government, entertainment-oriented motion picture, television, and video productions as delegated to the Secretary of the Air Force pursuant to DoDI 5410.16, DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television and Video Productions.

**A1.16.** Authority relating to public affairs community relations activities and programs throughout the DoD as delegated to the Secretary of the Air Force pursuant to DoDD 5410.18, Public Affairs Community Relations Policy and DoDI 5410.19, Public Affairs Community Relations Policy Implementation.

**A1.17.** Authority relating to public affairs relations with business and non-governmental organizations representing business as given to the Secretary of the Air Force pursuant to DoDI 5410.20, Public Affairs Relations with Business and Non-Governmental Organizations Representing Business.

**A1.18.** Authority relating to visual information productions as delegated to the Secretary of the Air Force pursuant to DoDI 5040.07, Visual Information (VI) Production Productions.

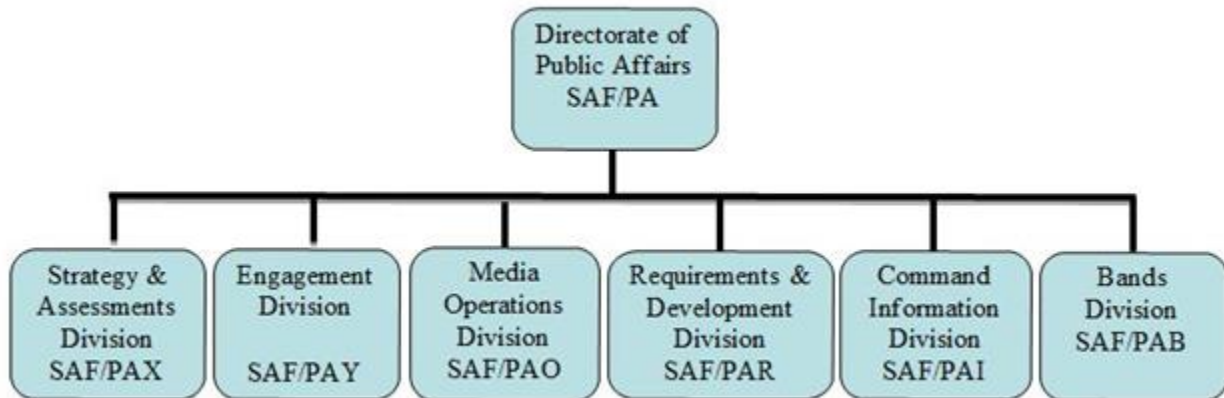
**A1.19.** Authority relating to visual information as delegated to the Secretary of the Air Force pursuant to DoDI 5040.02, Visual Information (VI) Productions.

**A1.20.** Authority relating to American Forces Radio and Television Service as delegated to the Secretary of the Air Force pursuant to DoDI 5120.20, American Forces Radio and Television Service (AFRTS) .

**A1.21.** Authority relating to branding and trademark licensing as delegated to the Secretary of the Air Force pursuant to DoDD 5535.09, DoD Branding and Trademark Licensing Program.

## ATTACHMENT 2

## DIRECTORATE OF PUBLIC AFFAIRS (SAF/PA)



**A2.1.** The SAF/PA is responsible for the overall supervision of all matters pertaining to the planning, development, integration, synchronization, and assessment of Air Force communication efforts, supporting the objectives and obligations of the Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF) as they relate to the dissemination of public information. He or she advises the SECAF and CSAF and senior leaders within the HAF, Major Commands (MAJCOM), Field Operating Agencies (FOA) and Direct Reporting Units (DRU) on public affairs operations. The SAF/PA plans, executes, and assesses the impact of communication strategies to inform the public and other key stakeholders of issues related to Air Force personnel, resources and missions; oversees worldwide public affairs force management, development and readiness; and directs public engagement, media operations and command information programs. The SAF/PA office includes a small staff support element that manages tasking processes, administrative and personnel actions, security and policy review, records management and planning, programming, budgeting and execution activity for the directorate.

**A2.2.** Three-letter/digit subordinate offices include:

A2.2.1. Strategy and Assessments (SAF/PAX). SAF/PAX is responsible for developing, facilitating, supervising, evaluating, and assessing the impact of SecAF and CSAF communication strategies and public affairs activities for the Air Force. SAF/PAX establishes communication objectives based on AF priorities, develops associated communication plans, and integrates and synchronizes communication efforts designed to support Top-6, 2-letter organizations and MAJCOM communication efforts. SAF/PAX conducts research of the communication environment to establish a baseline for long-term and mid-term communication planning. SAF/PAX provides communication advice and planning support to senior leadership regarding Air Force communication priorities, issues and initiatives. SAF/PAX supports awareness of the current communication environment, assesses and evaluates the effectiveness of communication products, processes and programs, and recommends appropriate actions and adaptations to future plans and operations. In support of the deliberate communication planning process, SAF/PAX manages the Communication Integration Group and supporting working bodies. Along with SAF/PAO,

SAF/PAX co-leads integrated, cross-functional issue teams to develop proactive engagement options in support of rapid responses to emerging opportunities or crisis events.

A2.2.2. Engagement Division (SAF/PAY). SAF/PAY is responsible for developing and executing public engagement programs to build sustained public understanding, trust and support for Air Force personnel and missions, to include oversight of service community engagement policies. SAF/PAY recommends, coordinates and supports Air Force speakers, aviation assets and bands who appear at key events open to the general public. The division manages the Air Force public flyover and national speakers programs and is the public affairs liaison to Air Force Recruiting Service. The division also manages civic leader engagements, increasing awareness and understanding of the Air Force among influential individuals at the national, state and local levels through community leader visits and various national civic leader orientation programs. SAF/PAY also is responsible for media and opinion leader engagement and conducts media training for senior Air Force and joint leaders. In cooperation with the New York City field office, the division works with major newspapers, magazines, television programs and other media outlets on long-term projects highlighting Air Force personnel and missions. In conjunction with the Air Force Entertainment Liaison Office in Los Angeles, SAF/PAY reviews and recommends opportunities to increase public awareness of Airmen and Air Force capabilities through the U.S. motion picture and television industry and orchestrates placement in IMAX and documentary films. SAF/PAY also improves national opinion leaders' understanding of Air Force programs and issues by facilitating background and off-the-record conversations between senior Service officials and national-level editorial boards, syndicated columnists, academic organizations and major defense or security policy analysts.

A2.2.3. Media Operations Division (SAF/PAO). SAF/PAO is responsible for providing information to the public (national and international) on Air Force policies, programs, activities and issues through independent and DoD media. The division runs the Air Force Press Desk, which is the Service's primary point of contact with national radio and television networks, web-based news organizations, wire services, national and regional newspapers, magazines and trade journals. Press Desk operations are supported by teams that specialize in tracking, identifying and responding to emerging issues of media interest in specific mission areas established by the current Air Force strategy. SAF/PAO teams recommend media operations courses of action to Air Force leadership; provide public affairs guidance to the field on media relations issues; arrange media interviews with key Air Force leaders; and provide pre-interview training or other media relations support. SAF/PAO also coordinates Air Force policies, programs, activities and issues with SAF/PAI for dissemination through command information print, broadcast, imagery and web-based products to all Airmen and to the Defense Media Activity.

A2.2.4. Requirements and Development Division (SAF/PAR). SAF/PAR is responsible for developing the vision for future public affairs capabilities, creating plans to realize those future capabilities and providing leadership to the public affairs career field for effectively developing and executing those capabilities. SAF/PAR establishes, manages and oversees force development and management, training programs and educational curricula for public affairs forces; advocates Air Force public affairs equities in the development of DoD, joint and Service directives and doctrine; integrates public affairs capabilities into operational planning and execution guidance; reviews joint and Air Force deployment requirements; and



develops policies and programs that ensure the expeditionary readiness of public affairs forces.

A2.2.5. Command Information Division (SAF/PAI). SAF/PAI is responsible for providing information to all Airmen on Air Force policies, programs, activities and issues through Air Force and DoD media. The division develops and coordinates Air Force policy for command information, social media, public web, trademark and licensing and visual information, to include Air Force combat camera. SAF/PAI chairs the Air Force public affairs equipment review panel and is the program element manager for the public affairs 3080 account. It oversees the Air Force public affairs flying program and are responsible for the Air Force Media contest and the visual information production awards. SAF/PAI is also the Air Force public affairs liaison with the DMA for all strategic themes and messages and the look and feel of Air Force products produced by the DMA for the Air Force. SAF/PAI operates the Pentagon News Bureau to cover Air Force senior leader messages to all Airmen. Finally, SAF/PAI represents SAF/PA at the Defense Visual Information Steering Group, the DoD Public Web Steering Committee and to the DMA Joint Assignment Desk, and attends the Joint Combat Camera Planning Group.

A2.2.6. Bands Division (SAF/PAB). SAF/PAB manages all aspects of Air Force bands program policy and guidance, officer and enlisted manpower requirements, advertising, accessions and assignments for active duty bands. SAF/PAB oversees Air Force band AEF posturing, sourcing and in-theater capability utilization, to include Air Force band support of the Joint Forces Headquarters State Funeral Plan. SAF/PAB recommends and coordinates band involvement in events of international importance, appearances at sporting events and nationally televised broadcasts. The division oversees total force development in coordination with the Chief of ANG Bands to include the Career Field Education and Training Plan. The division sets band recording policy, advises SAF/PA on the use of music in Air Force video and audio products and has oversight on band websites and social media platforms. It coordinates band Transportation Authorizations, equipment allowance standards and ceremonial uniform and facility requirements. In addition, SAF/PAB collects, stores, analyzes and organizes relevant mission data for report to Air Staff and answers band-related public, Congressional and White House inquiries.